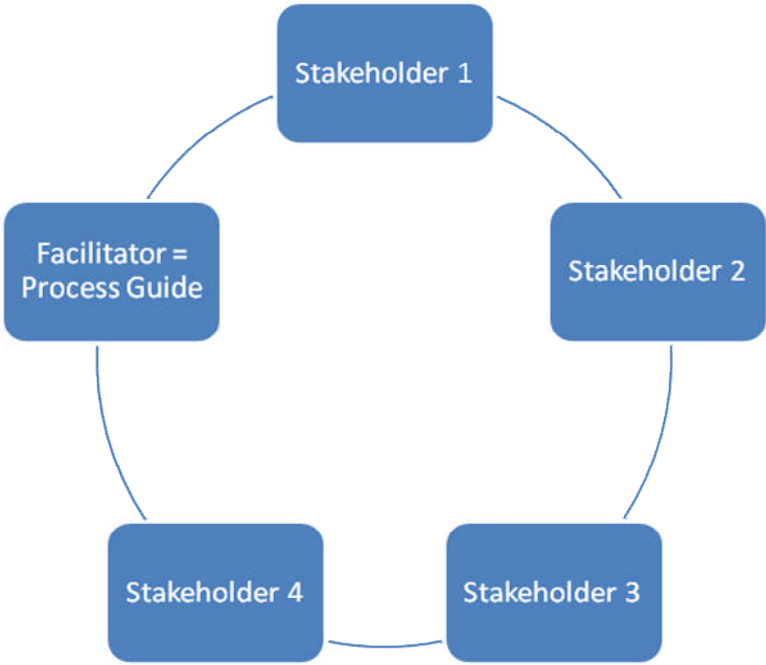


*A Step Removed: Third Party Neutrals as Process Coaches*

**Usual Facilitator Role:**

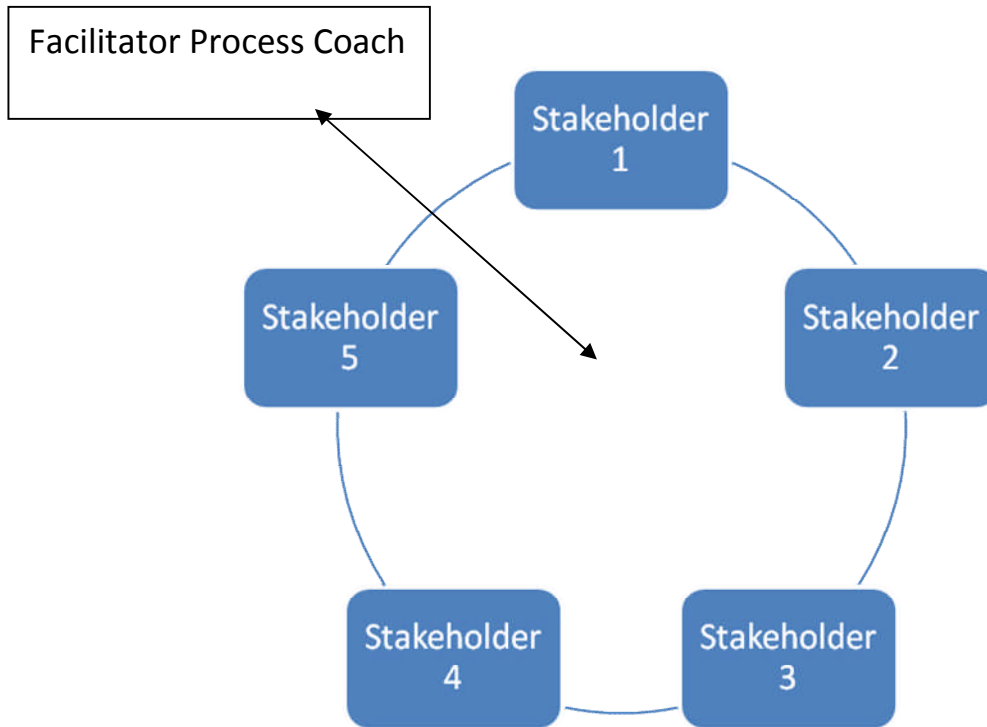
**Facilitator directly facilitates group process.**



Benefits	Challenges
Relationships and interests clear; transparency	Less group capacity-building
Fewer personnel so perhaps less expensive	Less enhancement of the field
Real-time intervention	Can be awkward if the group has a strong chairperson

### A Step Removed - Version 1

**Facilitator does not facilitate. Instead, she or he offers process guidance to the full group as needed.**



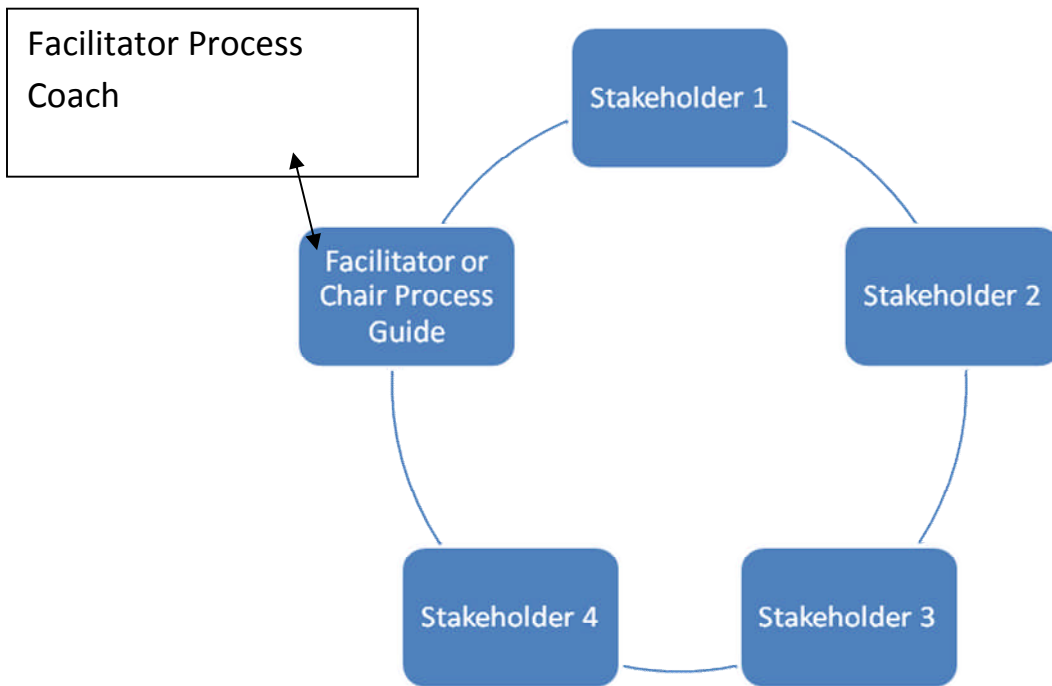
Benefits	Challenges
Group ownership	Early intervention less likely
Gradual transition to self-run group	Can be hard on facilitator ego and \$ - requires strong integrity

Example Project: Colusa Subreach Advisory Workgroup Committees (C. Penny)

Sample Lesson Learned: It is helpful when every participant has a sense of connection to the facilitator.

## A Step Removed - Version 2

**Facilitator does not facilitate. Instead, she or he serves as a process coach to the group leader, chair, or facilitator.**



Benefits	Challenges
Early intervention more likely	Shadow facilitator so less transparency
Enhance mentored facilitator capacity	Cost

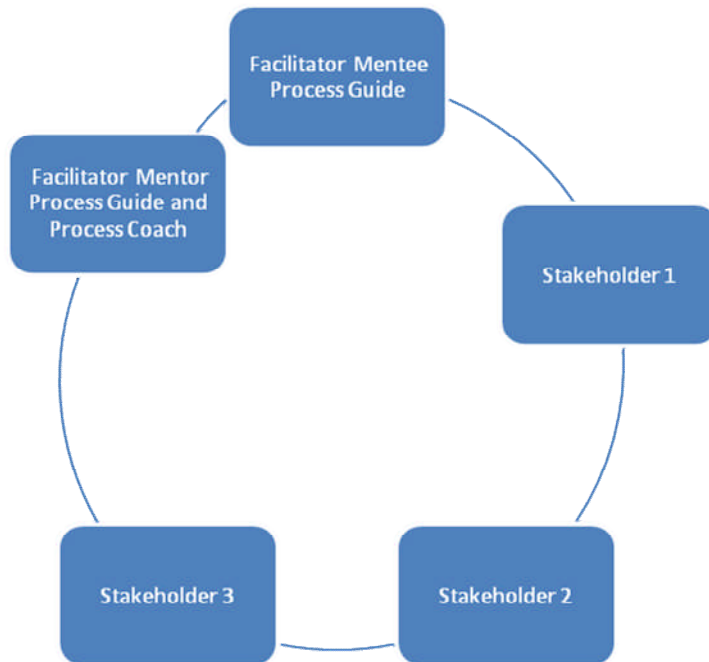
Example Projects:

- a) Elkhorn Slough Early Mitigation Partnership(C. Penny)
- b) Carolina North Leadership Advisory Council (J. Stephens - analyst)

Sample Lesson Learned: Conversations with the facilitator directly involved require significant dedication of time to describe the context to the coach – OR – Important to have coach observe meetings (in person, or via video).

### A Step Removed - Version 3

Process coach/mentor co-facilitates with mentee.



Benefits	Challenges
Early intervention likely	Cost
Multiple resources to assist the group	Can be complex dynamics for mentor and mentee
Mentee builds capacity	Group may build less of its own process capacity

Example Project: Zone 7 Water Agency (C. Penny)

#### Sample Lessons Learned

- There's a high degree of mutual learning opportunity among the facilitators.
- This approach requires significant discipline and judgment for the mentor to step back at the appropriate time.